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Roll No. _____

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**M.B.A. Second Year 4th Semester
Examination, 2013**

Training and Development

Paper No : 407-B

Time Allowed : Three Hours] [Maximum Marks : 75

Note: Attempt **all** questions. Question **No. 1 to 3** is of 15 marks each. Question **No. 4** is carrying 30 marks.

Unit - I

1. Define and explain the term "Training and Development" along with its significance.

OR

Discuss the role of reinforcement in learning. Is the use of negative reinforcement sufficient to change behavior? Discuss.

Unit - II

2. Diagrammatically present the process of training and development and explain it in detail.

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OR

Explain the qualities of course content. What efforts need to be put in the planning process of a good course design?

Unit - III

3. What is andragogy? How is it different from pedagogy and how it may be helpful while developing training programme?

OR

One reason for implementing global training programme is the need to avoid business losses "due to cultural insensitivity". What sort of cultural insensitivity do you think is referred to, and how might that translate into lost business? What sort of training programme would you recommend to avoid such cultural insensitivity?

Unit - IV

4. UltraStar Industries Ltd., is an automobile ancillary Industry, turnover of Rs. 100 crore with 4000 employees. The company is professionally managed. Normally the people of high caliber are selected through open advertisements to meet the HR requirements. However, Junior level vacancies are filled up

by different types of trainees who undergo training in the company. The company offers one year training scheme for fresh engineering graduates. During the first six months of the training, the trainees are exposed to different functional areas which are considered to be the core training for this category of trainees. By then, the trainees are identified for placement against the available vacancies, their further training in the next quarter according to industrial placement requirement.

MR. Vinod Gupta joined the company in the year 1998 after his B. Tech Degree in paint technology from a reputed Institute. He was taken as a trainee against a projected vacancy in the Paints Application Department. Mr. Gupta's core training was planned for first three months. Thereafter, he was put for on-the-job training in the paints application department. He took interest and showed enthusiasm in his work there. The report from the shop manager was quiet satisfactory. The performance of the trainee is normally renewed once at the end of every quarter.

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The training manager personally talks to the trainee about his progress, strength and shortcomings. At the end of the second quarter, the training manager called Mr. Gupta for his performance review. He appreciated his good performance and told him to keep it up. A month later Mr. Gupta met the training manager. He requested him to curtail his training period to 7 months and absorb him as an engineer. He argued that he had been performing like a regular employee in the department for the last one quarter. As such, there was no justification for him to be put on training anymore. He further indicated that by doing so, he could be more effective in the department as a regular engineer. He would also gain seniority as well as some monetary benefits as the trainees' were eligible for a stipend only.

The training manager turned down his request and informed him that it was not a practice of the company to do so. He told him that any good performance or contribution made by the trainees during the training period would be duly rewarded at the time

of placement or completion of one year of training. Further he told him that it would set a wrong precedence.

There after Mr. Gupta's behavior in the department became different. By the end of third quarter his behavior became erratic and unacceptable. When he was asked by the department manager to attend a particular task, he replied that he was still on training and such task should not be assigned for a trainee. According to him those jobs were meant to be attended by full-time employees and not by trainees.

The Paint-shop Manager complained to the Training Manager about Mr. Gupta's behavior and he was summoned by the Training Manager. During the discussions, Mr. Gupta complained that while all the remaining trainees were having a comfortable time as trainees, he was the only one who was put to a lot of stress and strain; the department was expecting too much from him. He felt that he should be duly rewarded for much hard work; otherwise, it was not appropriate to expect similar work output from him.

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The Training Manager tried to convince him again that he shouldn't harp on rewards as he was a trainee; his sole concern should be to learn as much as possible and to improve his abilities. He should have a long-term perspective rather than such a narrow-minded approach. He also informed him that his good performance would be taken into account when the right occasion arose. He warned him that he was exhibiting negative attitude for which he would be viewed seriously. His demand for earlier placement was illogical and he should forget it as he had already completed 8 months and had to wait only for 4 months. He advised Mr. Gupta that the career of an individual had to be seen on a long-time perspective and that he should not resort to such childish behavior as it would affect his own career and image in the company. Mr. Gupta apparently seemed to have been convinced by the assurance given by the Training Manager and remained passive for some time. However, when the feedback was sought after a month, the report stated that he had become more perverted. He was

called again for a counseling session and was given two weeks time to show improvement. At the end of those two weeks, the Training Management the Department Manager, to have a discussion about Mr. Gupta. It was found that there was absolutely no reason for Mr. Gupta to nurture a grievance on poor rewards. It was decided that he should be given a warning letter as per the practice of the company and, accordingly, he was issued a warning letter. This further aggravated the situation rather than bringing about any improvement. He felt offended and retaliated by thoroughly disobeying any instruction given to him. This deteriorated the situation more and the relationship between the manager of the department and the trainee was seriously affected.

In cases of rupture of relationship, normally the practice was to shift the trainee from the department where he was not getting along well so that he would be tried in some other department where he could have another lease for striking better rapport. But unfortunately, in the case of Mr. Gupta, there

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was no other department to which he could be transferred, since that was the only department where his specialization could have been of proper use. The Training Manager was conscious of this serious lapse and was not inclined to recommend his termination. But at the same time it was difficult to retain a person whose track record was not satisfactory.

Questions:

1. Explain how an appraisal system can help to motivate employees.
2. Where did the things go wrong?
3. What options are open for the Training Manager other than termination of Mr. Sharma?
4. How could you put Mr. Gupta back on the right track?
5. Identify four benefits to UltraStar of its in-depth training and development of employees.
6. How could counseling improve the situation?